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Volume 17

DETROIT, MICHIGAN, AUGUST 3, 1943

No. 30

## HOWARD CRANE IN DETROIT

### A.I.A. Member of Detroit and London Making Post-War Plans

C. Howard Crane, former Detroit architect and distinguished member of the Detroit Chapter, A.I.A., who in the last 10 years has designed some of Europe's finest modern buildings, is back in Detroit from London.

And he is Cpl. Crane of the Home Guard.

Flying here from the British capital, he is discussing plans for a great American Center, modeled after New York's Rockefeller Center, which will rise in London after the war. It will house American industries and probably our embassy. But it will be only 100 feet tall, or nine stories, to bow to London's building code.



Crane

Says Cpl. Crane:

"Light and air are the factors which will govern rebuilding in the British Isles after the war. Our designs, which are being carefully drawn now in London offices, will be 'good modern.' These simple functional designs will fit in well with old London, better, in fact, than reproductions of old buildings.

"These old buildings are beautiful to look at but deucedly uncomfortable to live in, don't forget."

Crane designed London's famous Earl's Court Center, largest building in the city, whose center hall would hold all of Madison Square Garden with room to spare. It covers 13½ acres.

"It has been blitzed three times but it still stands to house war industries," Crane said. "Many of our fine church spires still stand. Some of the churches can be restored, others not.

"We're still getting nuisance raids, but today we home guards are protecting the islands. There are three million of us, equipped like the regular army. We stand guard one night each week."

Mrs. Crane, by the way, is teaching English girls to cook hamburgers, egg sandwiches and make apple pie which American boys love. The Red Cross set her up in a kitchen to help provide food for our boys over there which suits their American taste.

Said Crane, who left London Saturday night and dined in New York Monday night:

"Since I landed I've been eating eggs and steaks until they're coming out of my ears—at home we get two eggs a month."

For England is now home to Crane.

"We're building no more factories in England, we're out of industrial manpower. I've just finished three 'jerry can' factories. They hold auxiliary petrol for tanks, planes and trucks.

"But I must pay a tribute to our British women. In those three new factories 95 per cent of the jerry cans, the welding, painting, everything is done by women. They have a great stake in this war.

(See CRANE—Page 5)

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## BLUCHER (Continued from Page 1)

"Zoning interferes with work customarily done in residences. You can't stop the small laundry or shop without stopping the poor widow taking in washing or carrying on a dress-making business."

And so on *ad nauseum*.

Some twenty years ago the City Plan Commission of Detroit prepared a program for an Outer Drive. It was to be 42 miles in length with a width of 150 feet encircling the City and connecting the park system. Some of the citizens of Detroit said that we were foolish just as those who laid out Grand Boulevard were foolish. Well, the Outer Drive exists today. The greater part of it was dedicated without any cost to the City. At about the same time we proposed Northwestern Highway leading from the northwest section of the City to the lakes. It met opposition as was to be expected but, fortunately, Northwestern Highway exists today. How many of you remember the Airport which was proposed by the City Plan Commission on the West Side? The land was then outside the City Limits. Today it would be what we call inner West Side. It wasn't acquired.

In 1927 I was one of a small group of persons who urged the Michigan Legislature to propose a constitutional amendment that would authorize State credits for housing purposes. We were not then urging State subsidies. We were called crack-pots, socialists, and communists, but today all of the real estate interests in the country are urging substantially the same thing. When we proposed a State law which would provide assistance for private housing, we were opposed by the real estate board. Today real estate boards throughout the country are requesting that kind of legislation.

In my 1928 annual report I said that cities must pay attention to the housing of the people. You will find very few planning reports of that period dealing with the subject of housing.

When in 1932 and 1933 we undertook some of the earliest rehabilitation studies made in this country, we discovered very quickly that the blighted land lying within the Boulevard could not be used for commercial or industrial purposes. We quickly came to the conclusion that if the area is to be rehabilitated, it must be rebuilt for the most part with low density houses, parks and open spaces. We made excellent use of CWA and WPA help. In fact, we developed one of the best planning organizations in the country with CWA personnel. The result was that the Detroit Real Estate Board wrote a letter to the City Plan Commission suggesting that I ought to be fired because I was using City funds to study rehabilitation and housing.

I didn't use City funds, however, when I made several trips to Washington for the purpose of getting our housing project approved or in trying to get a resettlement project approved. No—the City couldn't afford to pay for my transportation, but we did succeed in getting approval for the first public housing project under the jurisdiction of the Housing Division of PWA. Unfortunately, it was a long way from the first to be constructed.

And, then, I remember the widening of Woodward Avenue. I think it was shortly after I had left the City that I returned for the dedication ceremony which took place across the street from here. I am afraid mine was the only sour note in the entire program. I said that the widening of Woodward Avenue was a fine thing, but that standing alone it would be of comparatively little benefit to the areas within the Boulevard. I said that the widening of Woodward Avenue would bear fruit only after we had developed a positive program for the rebuilding of the areas on both sides of Woodward Avenue. The widening was only a first step, but a great deal more was required. I said that a negative program which consisted of keeping a particular class of people out of the area would never succeed. You can judge whether I was right or wrong.

But enough of the past. These are just some of the examples of my prophecies. I must admit that, while I served the City of Detroit, I was at times impatient of the progress made. I thought we weren't going very fast, but as I look back over fifteen years' work I am satisfied

that we really made remarkable progress. If I was a prophet without honor, at least I never hesitated to say what I thought should be done. I am rather proud of the record made and I am rather proud of the enemies made. It is with some gratification that I can look back to the number of times we were right.

And, so we look to the future. Let me say at the outset that I am sorely tired of generalizations and clichés. There is enough agreement on the necessity for doing planning for the post-war period. We don't have to argue that point any more. The time has come (and it may already be too late when we should get down to the making of specific plans.

Several years after I left Detroit I made a statement which I think was true at the time it was made. I said that Detroit had a greater opportunity for development than most of the large cities in America. Among the factors which I considered in making that statement were:

- (a) The nature of the blighted properties. They were, for the most part, small frame dwellings on land that was not over crowded. The topography of the City is such as to make physical improvements easy.
- (b) The comparatively small cost of the lands to be acquired.
- (c) Detroit's good government.

You may be surprised at my last factor, but I think it is very important. Detroit has had good government over a long period of years in spite of a few small slips. I think, on the whole, it has had the best government of any large city in the country since the charter was adopted. I don't say this to flatter and my statement is based on some knowledge of the government of the large cities in the United States. Detroit's government has not been particularly imaginative in this twenty-five year period. However, James Couzens was an exception. John Lodge's Civic Center plan was another. You must admit it was an imaginative undertaking. The legislative body of this City has been content to deal with details. It has been easy to spend several hours discussing a sixteen-dollar claim against the City by a citizen who stumbled in a hole in the sidewalk and less easy to devote some time to broad programs which affect the future and well-being of all the citizens. And so I say that the government of this community has been honest, but not particularly forward-looking. In that respect, it did not differ greatly from the government of other cities. It's asking a good deal of a member of the legislative body to imagine a program for the complete rebuilding of the area within the Boulevard or for a legislator to understand the relationship between mass transportation and highway planning. Let me say, however, that during all the time I served the City of Detroit there were exceptions in the government. They never made up a majority, but there were outstanding legislators who did have imagination and understanding.

Don't under-emphasize the importance of good government. Without it, all rehabilitation plans must fail. I am convinced that physical improvement of a community is not enough. Residents living in outlying areas will not move back into central cities unless they believe that the government of a community is being operated in the interest of the citizens as a whole. If the government is disorganized, if it operates in the interests of special groups, if police and fire protection are inadequate so that citizens do not feel safe, if they believe that their schools are being operated by a small clique not in the interests of the citizens, if streets and parks are not properly maintained, if garbage is not collected, if water supply is unsafe, the finest physical plan will not avail us. In that respect, the City of Detroit has an advantage which is not to be found in all of the large cities in this country.

What is the present situation? I am not too sanguine about Detroit. I am convinced that you are in for an exceedingly difficult time when the war is over, that the situation here will be graver than in many other cities, such as Chicago or New York.

Let me give you my reasons for possible disaster. First, in my opinion, Detroit is the second fastest decaying city in



as the cost of driving my own car. Bus transportation, from my viewpoint, was admittedly economical and comfortable, but times have changed. It is no longer possible to get a seat going downtown and it isn't possible to get a seat coming home unless I enter the bus at its starting point. Because I have to stand, the ride seems interminable in length and I have the feeling that I am riding a jack rabbit rather than a transportation vehicle. I have the feeling that the drivers are always pressing in order to maintain a schedule. The Lawton bus is no longer a satisfactory vehicle for me or for the other persons living within the 5-mile circle when the bus they use makes a long haul and picks up its city riders at the outskirts.

The typical bus in the City of Detroit is probably the only economical transportation unit which can be used to take care of people on a long haul. The vehicle must be inexpensive in its original cost and it must have a low cost of operation and maintenance. Even at that, the Detroit bus probably wouldn't be profitable at a ten-cent fare if it weren't for the subsidy offered by the standee within the 5-mile circle.

This form of transportation is not satisfactory to those people who live within a comparatively short haul of the center of the city and I forecast, when the war is over, that they will go back to the use of their private automobiles even though it is not economical. We see what a circle we get into. Unsatisfactory transportation is provided by the mass transportation facilities and people use their private automobiles. This forces the public carrier to provide even less satisfactory transportation. Of course, what is needed is fast, economical, comfortable transportation for the mass of people living inside the 6-mile circle. Under suitable conditions, the President's Conference Committee street car could provide this transportation, but it isn't an economical unit where there are an insufficient number of riders. If the central part of Detroit is rebuilt, and if some of the thousands of people who have left came back; a suitable number of riders might exist to make it possible for

the mass transportation system to provide this fast, convenient, and inexpensive transportation.

At this point, I would like to ask the question: What is the function of government? Government is socialistic or collectivistic. It provides services for all the people which cannot so readily, easily, or cheaply be provided by private enterprise. This does not mean the principal function of government is to act as a policeman, a tendency which today seems all too prevalent on the part of the National Government. It is a function of government to assume leadership to bring together the people who are doing post-war planning in industry, in commerce and in government. Interestingly enough, government planning can be effective only if some of the imponderables are removed in industrial planning.

The City of Detroit can, in large part, determine its own future. Planning takes known facts plus x's and attempts to determine future alternatives. Some of the x's are known to industrialists. Facts plus the x's make the future.

Therefore, I would summarize by saying that what Detroit needs is:

- (1) Imagination on the part of industry and understanding that it must manufacture and sell twice as much as it has made or sold in our best previous year.
- (2) Redevelopment of the City on a tremendous scale based, of course, on a total pattern of development for the City.
- (3) Reorganization of our system of taxation and the distribution of taxes in order that we may pay for the things we need.
- (4) Some form of metropolitan government so that no one and no one group can avoid responsibility toward the mass of citizens, namely, government.
- (5) Imagination and leadership on the part of government.
- (6) Public works planned for possible use be-

## WHAT'S AHEAD FOR ARCHITECTS IN '44? '45? '46?

No one can predict just when the war will end. It's safe to say, though, that the architect who has looked ahead, planned for the war's ending, will be better to confront post-war problems.

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yond anything that has heretofore been suggested.

(7) The plans must be made now.

You will recall that I took my text from John Stuart Mill. It is worth repeating: "Where the object is to raise the permanent condition of a people, small means do not merely produce small effects—they produce no effect at all." I would close with a text from Sir William Beveridge who certainly is not radical, "A revolutionary moment in the world's history is a time for revolutions, not for patching."

## GAMBER NAMED TO DETROIT CITY PLANNING COMMISSION

Branson V. Gamber, A.I.A., has been appointed by Mayor Edward J. Jeffries, Jr., as a member of Detroit's City Plan Commission. At a time when city planning is taking on new life, because of its post-war aspects, Gamber's experience on the commission will be valuable. He is past-president of both the Detroit Chapter of The American Institute of Architects and the Michigan Society of Architects.



Gamber

At a meeting held on the evening of August 10 some 50 architects completed organization of a City Plan Research Committee, to make tentative studies of specific problems. Gamber is chairman of the Chapter's Post-War Planning Committee. Buford L. Pickens, of Wayne University, is chairman of the joint committee from the Detroit architectural organizations. He is assisted by Suren Pilafian.

Engineering is being rapidly completed for the huge canopy doors for the new aircraft hangar at the Ford bomber plant at Willow Run, according to an announcement by J. I. Byrne, president of Byrne Doors, Inc., Detroit. The new additions will give the bomber plant one of the world's largest installations of hanger and industrial doors.

The contract awarded to Byrne calls for doors 144 feet wide and 41 feet high which rise and swing up over the opening to form a canopy. The original hangar and manufacturing buildings at Willow Run have 20 Byrne doors, the area of which, combined with that of the new doors, exceeds three acres. All these mammoth doors are motor operated and are opened or closed in a matter of seconds by Byrne finger-tip controls.

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America, exceeded only by Los Angeles. I am speaking now only of the rate of decay, not its extent. Even the extent of the decay in Detroit is startling. I have been coming back to this city very frequently and I have been amazed at the deepening decay within the Boulevard, by the extent to which it has spread to other parts of the City and I would include not only the older parts of the City, but some of the new and potential slums that have been built in the last few years.

Second, there is less imagination on the part of your leading industrialists than is to be found in many other places. It seems to me that they are too content to look back to the manufacture of the 1942 automobile, let us say; there hasn't been enough looking forward. I have talked with many industrialists lately and I know what some of them are thinking about. I have talked with industrialists from Pittsburg, Philadelphia, Toledo, and many other cities. I know that they are looking ahead. Obviously, I don't know what the leading industrialists of this community are thinking about. I have seen no announcements of their future plans. My criticism could be answered by the statement that their plans are being kept secret. About the only thing I have seen out of Detroit is the recent article in the *Saturday Evening Post* describing the car of the future. You will remember that, although it has its motor in the rear, it still has a hood extending in the front. Some people can't forget that the horse was a predecessor of the automobile. All that was needed in the car of tomorrow was a buggy whip.

There are too many people willing to look back to normalcy. We cannot return to normalcy. Very few people realize the awful implications of that term. Normalcy means an economy of 60 or 80 billion dollars. Do you realize that that means cutting our present employment in half?

If we expect to go back to the manufacture of the kind of goods and the amount of goods that we made prior to the war, we are due for a depression more awful than anything we have heretofore had. At the present time we are manufacturing 150 billion dollars worth of goods. We manufactured half or less than half that amount before the war. In order to maintain our present economy, we must manufacture twice as many of the things we made before the war. If we sold 3 million automobiles in 1940, it will be necessary to sell 6 million when the war is over. That statement is, of course, an over-generalization and over-simplification. We may not manufacture as many automobiles; we may build 4 or 5 times as many houses as we built before the war.

The trouble with looking backward is that it effects our total outlook. I can't agree with the people who say that we must get into manufacturing immediately after the war even though the things we manufacture are obsolete. Industrialists continue to talk about a suitable climate for industry. It is even more important that a suitable "climate" be provided for the people as a whole. We must look forward, not backward. The design of the automobile influences the design of our streets, our blocks, our parking lots. The city of the future must be designed not for an obsolete automobile, but for the most modern automobile that we can imagine. At best, we will probably not be forward looking enough.

What are some of the other factors likely to cause distress in the City of Detroit? There has, of course, been an outward movement of people from the center of the city to the outlying areas. I need not stress this point since it is too obvious. However, I call attention to the fact that, although this is a matter of concern usually the wrong reasons for concern are advanced. It is a matter of concern to downtown merchants when their reservoir of buying population leaves for the suburbs, where shopping is found more convenient in the suburban stores. It is of concern to the transportation companies when people requiring only a short haul leave and the long haul is increased. I shall speak further of that later.

The money paid to the City, however, through real estate taxes is of comparatively little concern. A loss of tax income caused by the moving of people is not a matter of

great concern simply because most of the residents in a community don't pay in real estate taxes what it costs the community to provide them with municipal services. A Boston study showed that 80 per cent of the residences in Boston do not pay to the city in taxes a sum equal to the cost of city services. In other words, 80 per cent were being subsidized by industry, by commerce, or by state and federal funds.

So the tax loss in itself need not concern us greatly. If that were the only loss, I wouldn't worry about the situation. There are, however, other losses. Public services in the center of the city such as streets, schools, sometimes parks and recreation centers, community buildings, etc., are no longer used to their full capacity. It becomes necessary to extend new services to outlying areas. Not only are lateral sewers necessary but trunk line sewers must be built. The same is true of water pipes. Booster plants must sometimes be constructed. Telephone, gas, and electric services are extended outward. New schools must be built. New transportation facilities must be provided. It is ordinarily and customarily the central city which must provide all these services, and don't let's kid ourselves by saying that we are not concerned with the extension of the services by the public utilities.

The movement of industry to the outskirts is of deep concern to the citizens of Detroit. A number of principal industries, particularly the war industries, have gone just beyond the city and county limits. I need mention only a few: the Willow Run Plant, the Hudson Naval Ordnance, the Chrysler Tank Arsenal. At the same time, all community facilities for the workers in these plants are still being provided by the City of Detroit. They include housing, transportation, sewers, water, education, parks and playgrounds, hospitals, other health services, etc. The taxes from the industries have been lost. This, in my opinion, is a plain evasion of responsibility.

What are some of the possibilities for the City of Detroit? We have heard arguments about urbanism versus suburbanism. Shall we rebuild the City or shall we build in the outskirts? The answer obviously is that the central sections of our cities should be rebuilt with low density housing, with parks and open spaces, so as to make them desirable places in which downtown workers can live. There is no reason for and no sense in having these downtown office and store workers travel an hour or an hour and half whether in inadequate public transportation or on congested highways to their suburban homes, where most of them unfortunately fail to achieve a suburban way of life. We might as well be realistic about the "Willow Runs" and the new industrial plants at the outskirts. People working in these plants are not going to be content to live in third-rate houses in the centers of our cities while they travel 25 or 30 miles each way each day to their places of work. We are going to have to rebuild the centers of our cities and we are going to have to build communities at the outskirts. The important thing is that we stop building the shacks and disorganized communities that have been so common in the past. The important thing is that in each case the communities be adequate.

The transportation in this community interests me a great deal because I have seen its evolution. When I first moved to Detroit many years ago and lived on Second Boulevard at Forest, I walked to work down Second Boulevard, which was a fine, tree-shaded street. That walk was very much of a pleasure. The trees were cut down to provide for the widening of the pavement, and the walk, particularly in the summer, became most uninteresting. Later I moved from the 2-mile circle to the 5-mile circle and used the Linwood street car going to work. It required about forty-five minutes to make the trip. Subsequently, I drove my own car. By going across Boston Boulevard and down John R and Brush, I could get to the office very conveniently in twenty-five minutes. At a later date, buses were put on Lawton avenue. When the buses were new and stopped to pick up few passengers, we would get downtown in the same time as required for private driving. I always had a seat and I avoided the responsibility as well



## "THE CITY"—NEW BOOK BY ELIEL SAARINEN

What kind of future are our cities facing? What is to be done about traffic jams, slums, congestion, obsolete buildings, delinquent taxes? What are the basic principles which, if applied to the problems of the city, can correct these conditions in a workable, practical way? There has been much discussion. Far-sighted people are devoting much thought to it. There has been planning—some good, some not so good. In many such cases, basic principles have been ignored. No fundamental approach applicable to all cities has been generally accepted.

### Basic Philosophy

Now Eliel Saarinen, world-renowned architect and city designer, who came to this country from Finland in the early twenties and who has lived and worked here ever since, has finally completed for publication his long-awaited book, "The City—Its Growth; Its Decay; Its Future." This most significant volume is directed to the educated layman but it is of no less interest and value to the professional architects, planners, engineers, etc., who are concerned with planning for the future. It embraces the rich fruit of Mr. Saarinen's broad experience in dealing with the problems of cities both here and in Europe. It describes clearly and logically the basic philosophy upon which, he feels, must be based the program of urban rehabilitation which should be carried on after the War and for fifty year or more into the future.

### Principles of the Medieval City

In the first part of the book, which is not historical in treatment (though it goes to the past to discover the bases of organic city growth), Mr. Saarinen discusses at some length the principles which governed the development of the medieval city which, as has been observed by many travelers, possessed a unity and form coherence lacking in cities of later development. He is not an advocate of medievalism and in way suggests a return to the physical form of the past; but by examining these earlier communities critically he has discovered what appears to be the underlying reasons for their excellence—reasons which are universal in the possible application.

### Cities of Today

In part two, Mr. Saarinen considers the cities as they are today, points out the economic and physical causes of their decline, and demonstrates with clearest logic the steps that must be taken if we are to arrive eventually at a state of healthy environment which "will provide adequate living and working accommodations for the population." Setting up the principle of "organic decentralization" which underlies all healthy, natural growth, and which, he believes, applies equally to the works of man, he arrives eventually by analysis and synthesis at a procedure whereby, over an extended period, the cities can be made to provide adequate living and working conditions for all.

### For the Layman

There should be little doubt that when the principles of healthy city growth and urban rehabilitation are generally understood, it will become possible with popular support to go forward with the remedies that must be applied. Everyone concerned with the improvement of cities eventually runs up against lack of public understanding of what is wrong and how it can be cured. This book was written purposely to explain in simple terms to the layman the importance to him, as an individual, of the evolution proposed.

### Who Should Read It?

The book should therefore be read both by those professionally concerned and by every intelligent lay citizen who can be persuaded to acquaint himself with the subject. It is without doubt the most important, most profound book yet written on the future of the city and how to guide that future. It is theoretical and practical; philosophical but filled with calls for action and plans for that action.

The primary aim of this most significant volume is to discover the fundamentals of all town-building which, when

applied, will bring about in the city of tomorrow a healthy pleasant environment for both living and working. Such an objective should be the aim of every person who gives any thought to the future and do the environment of future generations for which the present generation is responsible.

## TIME ZONING—A CURE FOR OBSOLESCENCE

By JAMES FELT

Pres. James Felt & Co., New York City

Elimination of old housing is a far more perplexing problem than the provision of new housing. Urban redevelopment has been stalemated by deteriorated and obsolete structures—by buildings which exist not because they serve a social or economic need, but often because of their nuisance value. Value is attributed to such structures, in condemnation proceedings, even though they are gutted or boarded up.

To prevent aging buildings ultimately becoming a charge on the community some procedure should be set up which would permit the orderly discharge of the liability. That would seem to involve an adequate system of replacement reserves. We must bear in mind that even post-war housing, with its technological advances, may be obsolete long before the end of the century. Therefore the communities should be protected by a kind of property insurance that would enable periodic replacement.

The plan would apply only to a new construction. Owner would be obliged to make annual deposits in a sinking fund so that at the end of a predetermined period—the assumed life of the building—a reserve would have accumulated equivalent to the original cost of construction. Upon maturity, demolition would be mandatory and the fund would revert to the then owner of the property. To give flexibility, a grace period—say, 5 to 10 years—might be permitted for structures which had not outlived usefulness. However, if the owner took advantage of this, the accumulated fund would bear no further interest, and would be frozen until the time of demolition.

Such a plan is a form of "Time Zoning" because it would control the life of each new building. Although owners might feel that it would increase costs and rents, due to the imposition of an additional fixed charge, its operation would have no such practical effect. As a rule, when a building is erected, it is financed through a mortgage calling for annual amortization payments intended to provide for depreciation and obsolescence by a gradual reduction of indebtedness.

If a compulsory retirement fund were established to accrue to the benefit of each property, mortgages would receive the same measure of protection from such a fund as through amortization. A mortgage would be a lien, not only on the physical property, but on the accumulated reserves as well. The sinking fund would constitute an asset running with the land, not to be liquidated until maturity, when it would revert to the ultimate owner. Under such an arrangement the value of real estate would tend to remain constant. Physical deterioration and obsolescence would be offset by compensating increment in the retirement fund.

The initial step would be the requirement that a builder, before starting construction would submit plans to a designated agency which would estimate the structure's life span. If allowed a life of fifty years, the owner would then be obliged to deposit 1.18% of the construction cost annually. With interest accruing at an assumed rate of 2 per cent per annum compounded, the fund would mature in fifty years.

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No. 33

## POST-WAR PLANNING . . . WHAT DOES IT MEAN FOR DETROIT?

An Address by Walter H. Blucher, Executive Director American Society of Planning Officials on May 26, 1943, Before The Engineering Society of Detroit at a Meeting Sponsored by the Affiliate Council and the Civic Affairs Committee of ESD.

I take my text for this evening's lecture from John Stuart Mill: "Where the object is to raise the permanent condition of a people, small means do not merely produce small effects—they produce no effect at all." It is now almost ten years since I left the City of Detroit. In that time I have returned to address small groups, but I have carefully avoided any pronouncements before large gatherings since I realize the dangers of deflation. As a local boy, I was naturally a prophet without honor. In the years that have elapsed since my departure, something of a myth has developed with respect to my qualities. I know that the easiest way to puncture and shatter this myth of synthetic importance is by talking.

Since, as a local citizen, I was without honor, I am going to take the opportunity of looking back at some of those prophecies. The validity of the work which I did and the soundness of my past prophecies will determine the validity and worth of prophecies which I will make tonight.

Some twenty years ago we prepared the first draft of a zoning ordinance for Detroit. It wasn't a perfect zoning ordinance. It reflected the thinking and the mores of the time. It was opposed by some of the best people in Detroit; among them were those who had the best interests of the City at heart. It was opposed by some who had only their own interests at heart. It is amusing in 1943 to review some of that opposition. I must say that I think the failure of Detroit to adopt a zoning ordinance until 1941 has done the City incalculable harm, and has hastened the disorganizing process about which I shall speak later.

Not long ago I was going through some of my early Detroit publications and came across that famous masterpiece entitled "The Menace of Zoning to Detroit Explained." It was published in the early days of planning in Detroit and bears the name of Howard Andrew Starret as author. Let me quote some of the gems of wisdom from that remarkable document:

Not long ago regularly wonderfully the men and the women  
"City zoning does not look to the courts for interpretation or enforcement, but to political administrators. . .

"Under zoning a bureau sets itself up as the judge and distributor of real estate values. . .

### KEEP OPEN

Friday, September 10, 1943

for Meeting of Detroit Chapter, A.I.A. Dinner at  
6:30 P.M. Rackham Memorial Building.

Board of Directors Meets 4:00 P.M.  
More information next issue.

"Residence districts can be destroyed by a zoning ordinance. . .

"Zoning spreads out the population, not enticing them into the suburbs, but by forcing them out under pressure of limited housing accommodation. . .

"Zoning will create slums. . .

"Zoning will raise taxes for the home owner. It reduces the value of downtown property. The taxes must be collected from the balance of the city. . .

"Zoning will increase rents. . .

"Zoning destroys the growth of the city, putting it in a straitjacket, and destroys the individual initiative that built the American nation. . .

And, as is inevitable, we finally come to the poor widow and orphan:

See BLUCHER—Page 3



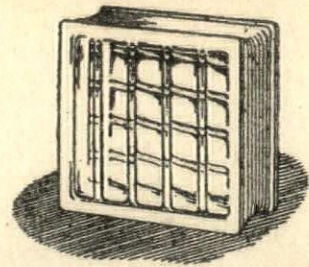
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## IN RETROSPECT

Viewed from a purely esoteric standpoint, without benefit of "press" (as represented by Allen) or clergy, the success of the recent junket of the Central Michigan Division can be best described as a chaotic confusion of wit, humor, fishing and frivolity.

Casting aside all woes and worries, ten (10) of the "brethren" repaired to Ernie Hartwick's "refuge" with the avowed intent of seeing what could be done about returning Gus (and others) to a semblance of sanity. Knowing full well the risks they ran in so doing, steps were taken to produce the desired "return to normal" in the most gentle and refined atmosphere possible—hence Allen and Hughes. In having these fellows along it was hoped that the general tone of the thing would be kept at the approximate level of former years. The results obtained were such as to leave some slight doubt in some minds as to the wisdom of such a policy. Tal was alright—but that man Allen—well, let's go on with the story.

By comparison with last years party we would say that if anything the hilarity was more pronounced, the fishing worse and everyone got more sleep due to the absence of Ken Black and his bed-time narratives.

Our guests "Rog" Allen, Tal Hughes and Vere Hetrick lived up to our fondest expectations and their comments anent the impeccable surroundings were such as to uphold their reputations as connoisseurs of the "right and fitting."

The commissary department, under friend Ernie's direction, was all it should be and the sincere appreciation of all was voiced repeatedly at the thoughtful and welcome contribution of the ham by Charlie Fauquier.

Highlighting the festivities of course was an eight (8) hour demonstration of the art, technique and execution of the "Languis Languid Bait Casting Theory." This strange, and ineffectual maneuver is performed on any body of water, (he even was accused of "wetting a fly" on the wet pavement) from a sitting or standing position, with a sweeping, swooping motion intended to hurl the device on the end of the pole (rod to the fishermen) as far as possible. Its execution, though complex to the uninitiated, seems to hold no mystery to one with Gus' enthusiasm. The "cast" or "fling" is usually accompanied by more or less vitriolic language or a blood curdling scream, depending upon whether the results are a backlash or a snagging of the seat of the pants. This continuing demonstration, together with the Stewart Bowling Ball Stance seemed to call for remarks from the veranda that at times verged on the sarcastic.

The ultimate was attained however when Mr. Allen, using his special knitted fascinator trolling bait, showed us the Double-Force-in-Hand-No - Backlash - Free - Style-Cast from a crouching stance. Nothing fancy, you understand—just something words don't describe.

Rosa, as custodian of the exchequer, managed to keep the accounts separate from the poker stakes and by good luck and judicious playing was able to split the expense money into agreeable allocations that bespeaks a financial agility any Architect would cherish. Moral: Pick a treasurer who is a good joker player.

"Water-gap" Harris surprised us all and in so doing displayed a knowledge of trailing, wood-craft, navigation and the infallibility of a homing pigeon by finding his way into the place all by himself. He lived up to his reputation however by sitting in the rain waiting for the crowd to arrive.

Clark Ackley and Vere Hetrick did a bit of "cater-wallling" on the lake under a full moon in a spirit of exuberance which was vulgarly interpreted by some, as a demonstration of "squaw-calling." Fortunately the results were not of this nature and they only succeeded in flushing one bull moose, a turtle and a quart of huckleberries.

Kressbach as usual crashed through with a fish, which sets him somewhat apart. Probably this statement will bring a storm of protest from Gus with his "so-called" pike. It is a matter of laboratory test however that that wasn't a fish at all that Gus had but rather a barnacled tinker-

toy lost by one of Ernie's kids some years ago. The error was discovered by Hetrick while cleaning "said pike" and a sardine was substituted so as not to spoil Gus' week-end. The fish prize definitely goes to Carl—in fact, by the judicious pressure of the foot, together with a strong tensile force exerted at both ends, the specimen was pronounced a "keeper."

So—as Tal was so apt to opine at stated intervals—"and so to bed."

Prancing Elk Lodge will for another year repose on pristine bliss, unharried by the mundane effulgence of Ernie's guests, the Central Michigan Division of the M.S.A., commonly referred to as the Hunting and Two-Pair Club. R.I.P. till 1944.

### SPECIAL NOTICE TO MEMBERS OF THIS DIVISION M.S.A.

This Division has always led the M.S.A. in the percentage of membership paying their dues to the M.S.A., with the exception of last year, when we looked very bad. This year, to date, we are leading the other Divisions in percentage of membership paid. Let's keep in the lead. If you haven't paid your M.S.A. dues do so at once and raise our percentage. Also you won't have that hanging over your head the rest of the year. DO IT NOW!

A. Alan Stewart, Secretary.

## CONFERENCE (Continued from Page 1)

that road and highway building would play an important part in postwar conversion of industry, especially modernization of highway systems in and around cities.

### Housing Problems

Post-war reconstruction received its share of discussion. Philip Klutznick, National Housing Agency, Washington, stated that war-time housing is an emergency product and would probably be destroyed after the war as a war-time expense. After the war the United States must produce a minimum of one hundred billion dollars worth of goods, among which will be adequate housing. There are estimates that one to two million dwelling units will be needed after the war.

No matter how gifted a federal employee might be, Mr. Klutznick said, a short time in a community supplemented by statistics and studies cannot equip him to determine a long time housing need for a local community. It is incontrovertible that the people of a community know best its needs.

Hugh Potter, president, Urban Land Institute, Houston, Texas, denounced urban redevelopment plans that freeze taxes at the existing level to encourage slum clearance; he is in favor of the federal government providing money to buy up blighted areas encumbered with mortgages and contracts and reselling or leasing the land at a deflated level to private developers. The people must pay the difference between existing values in blighted areas and their deflated values for more desirable use, and they could only do this through federal aid.

### Planning Board Favored

Recommendations were made by resolution that there be maintained a national planning board. Also, that this national planning board be implemented to assist state planning boards and that state boards be geared to assist local planning boards.

Gill Robb Wilson, president of National Aeronautic Association, gave a forthright talk on postwar air opportunities of cities. He said that freight planes and passenger planes would probably not use the same ports, also that air freighters would not take the place of trucks or freight cars.

Robert Kingery, chairman, Illinois State Planning Board, said Illinois is acquiring sites for super-airports—not less than 1000 acres in each. A bill before the legislature will provide state aid for airports just as the state 30 years ago, took over the responsibility for a state highway system.



## HEAVY INDUSTRIAL BUILDING PREDICTED

*From the Detroit*

Despite the tremendous warplant construction program of the past three years and despite the anticipated surplus-plant problem of the post-war era, F. W. Dodge Corporation anticipates a larger volume of industrial plant construction during the ten years following the war than in the 1930-1939 decade. The estimated increase of the post-war decade over the pre-war decade is about 30 per cent, in terms of 1940 dollars.

Expectation of post-war demand is based upon the currently accumulating deferred demand for new plant capacity in unexpanded civilian goods industries: food products, paper and pulp, printing and publishing, stone, glass and clay products, textiles, refrigerators and cold storage, lumber and wood-working, leather and leather-working, railroad shops, etc.

In spite of greatly increased demands for their products, this group of non-war industries has shown a declining volume of new plant construction since October 1941, when first restrictions were placed upon non-essential civilian construction of all kinds; the decline from 1941 to 1942 was 31 per cent. In peacetime, through prosperity and depressions, this non-war industry group invests 50 per cent more annually in new plant facilities than does the war industry group.

Analysis of the war-plant construction of 1941, 1942 and 1943 indicated that about three-eighths of the total, measured in dollar value, represents new capacity for chemicals and allied products (exclusive of ammunition and explosives), petroleum refining iron and steel, non-ferrous metals and their products, etc. According to U. S. Department of Commerce, expanded facilities in these categories are not necessarily beyond peacetime requirements.

The other five-eighths of the war-plant program consists of facilities for aircraft, aircraft engines, parts and accessories, ship construction and repair, ammunition, shells, bombs, explosives, ammunition loading and assembling, military combat vehicles, etc.; the expanded facilities of this group are stated by the Department of Commerce to be clearly beyond peacetime requirements.

It is obvious that a sizeable proportion of the facilities for making explosives and loading and assembling ammunition will be scrapped, and that some such plants may possibly be kept for future needs, but remaining idle until such needs arise. Shipyards are obviously not adaptable for manufacturing uses.

Thomas S. Holden, president of the Dodge Corporation, commenting on his organization's studies of post-war industrial construction, said:

"Many manufacturers of essential consumer goods have had to step up production greatly without the additional plant space that would have been justified in ordinary times by such an increased demand for their products as has actually occurred. Furthermore, since the demand for consumer goods, here and abroad, is more than likely to be overwhelmingly greater in the post-war years than ever before in our history, it is safe to conclude that a very considerable deferred demand for additional plants for non-war industries is now accumulating.

"There is also likely to be a need for plant capacity to fabricate new products made of new synthetic materials, light metals and other new peacetime products. This demand will of necessity be met in large part by new construction. Some surplus war plants will be convertible to the post-war needs of non-war industries, but many of these needs will be so specialized as to character and as to strategic locations that they will demand new designs and new buildings."

The Dodge study also points out that machine tools and machinery will be needed in the post-war period for reconverting war plants to peacetime production, for making new models and new products, for replacement of machines which are now rapidly wearing out through overtime operation and lack of adequate maintenance, and to meet urgent reconstruction demands of foreign countries. To meet these demands, it is estimated that the United

States output of processing and fabricating machinery might average in the first ten post-war years 35 to 40 per cent more, in 1940 dollars, than in the pre-war decade 1930-1939.

## AMERICAN LUMBERMAN ISSUES 70TH ANNIVERSARY REFERENCE

L. Morgan Yost, A.I.A.,  
Associate Editor, Covers  
"300 Years of American Homes"

The July 10 issue of American Lumberman (431 So. Dearborn st., Chicago), a 240 page book, profusely illustrated, is in commemoration of that publication's 70th anniversary.

Packed with interest concerning everything pertaining to wood, from forest to the finished house, it is a most comprehensive coverage of this oldest and most interesting of building materials. Of special interest is the 23-page article, "300 Years of American Houses," by L. Morgan Yost, A.I.A., of Kenilworth, Ill., now associate editor of American Lumberman. Mr. Yost is a member of the Committee on Public Information, The American Institute of Architects.

Beginning with the bark-covered English wigwams, built by the first settlers in Massachusetts, the author traces home building trends in America right down to the present day.

Mr. Yost has an interesting style and is keenly aware of news values. He has done a splendid job of publicizing the profession of architecture.

Detroit Steel Products Company,  
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Gentlemen:

At the July 13th meeting of our Chapter, your advertisement "start an architect on a plan now" which appeared in the July 5th issue of Newsweek magazine and other current publications, was brought to the attention of our membership.

After the ad has been read a great deal of interest by each individual member present, there followed much discussion on the subject of "Public Relations" and the Chapter voted unanimously that you be advised of our feeling of thanks and wholehearted appreciation for this gesture in behalf of the Profession.

The fact that our "Public Relations" are not altogether what they should be has been brought forcibly home to us by the recent trend of events and we now fully realize that more and more education of the Public Mind is needed to improve our status, by informing the Public of our proper value and function in relation to a building project.

Very truly yours,  
Francis George Davidson, Secretary  
West Virginia Chapter, A.I.A.

### BULLETIN:

The architects had to take plenty during the years of depression and it is time to assert the respect due them from such firms as Johns-Manville who depend on the architects.

Recently a problem of new roofing material came to my attention through a client involving 55,000 sq. ft. of roofing area, I discussed details with the above firm and received estimates from a roofing contractor, the job was given out in sections using transite corrugated asbestos.

On receiving the shop drawings for checking I found the architects name was omitted which in my long experience with other firms was an exception.

Another item of similar nature occurred in the case of a sound-proof ceiling with the same firm. I consider this action an affront to all architects and hope it will be brought to the attention of the profession through the medium of your publication as I am also a member of the Michigan Society of Architects.

WILLIAM WIEGAND,  
New York, N. Y.



**MR. STEBBINS**

Periodically there appears the type of man who makes the rounds of architects' offices, claiming to be an architect or architectural draftsman out of work, but whose chief aim is to make a touch.

The latest is a "Mr. Stebbins." Looking the part of a real bum, he has "just been locked out of his room, slept in the park last night, etc." He relates that he has worked for Holabird and Root, of Chicago, and others. He has called at the Bulletin office, on Clair W. Ditchy and Harold D. Ilginfritz, and perhaps others.

In the absence of any proof to the contrary, he generally makes his point, leaving his victim to wonder afterwards whether he is really a draftsman, or just preying on the architectural profession.

It is suggested that, should you be approached, you give him a little quiz to determine if he knows anything about architecture.

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Volume 17

DETROIT, MICHIGAN, AUGUST 17, 1943

No. 32

## ATTENTION CENTERED ON POST-WAR WORK AT CITIZENS CONFERENCE ON PLANNING

Diverse Group Recognizes That Post-War Prosperity Must  
Depend on Private Enterprise and Not on Public Expenditures

The Citizens Conference on Planning held at Omaha, Neb., June 14-16, under sponsorship of the American Planning & Civic Association of Washington, D. C., was representative of all interests concerned with a post-war economy and the planning which it requires. Speakers included economists, industrialists and planners, and subjects covered included federal power, reclamation and flood control, national parks, forestry, soil conservation, transportation, air, highway and motor-vehicle terminals, housing and its financing, tax-forfeited land in urban centers, redevelopment of urban areas, and regional and state planning for post-war construction. Probably no conference on planning has ever been held where as many diverse interests expressed their views and endeavored to correlate them in concrete post-war proposals divided between private enterprise and public works. The majority of the speakers were keenly alive to the fact that public works financed from public treasuries would not do the job, but that production by the people themselves of the things they need and use day by day under their own direction would do it.

### Greater Production Needed

The conference was opened by Arthur Uppgren, Vice-President and Economist, 9th District Federal Reserve Bank, Minneapolis. He said that in 1929 we produced one hundred billion dollars worth of services and goods and employment was generally satisfactory; in 1940 we also produced one hundred billion dollars worth, but there were eight million unemployed because of increased productivity of each worker. Consequently he said, our total production must be sustained at a still higher level to employ the labor force of fifty-seven million that we will have after the war. These

are largely estimates of the National Committee for Economic Development.

### Great Prosperity Ahead

John Airey, chairman of the committee on post-war problems of the National Association of Manufacturers, stated that the reconversion period would be followed by a great prosperity with thirty to fifty billion dollars of cash or equivalent in the hand of tens of millions of people wanting to buy things. He holds that there will be no justification at any time in government activity in creating work, at least in building pyramids, figuratively speaking. He objected to the "changes of climate in which private enterprise now flourishes." It deters private investors and indirectly prevents more new employment than it directly creates. Plans and designs for post-war public works should be made now but they should be held in abeyance for several years after the war and timed to smooth out our overall economic activities.

Walter H. Simonson, Public Roads Administration, said

See CONFERENCE—Page 3

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## SEGOE (Continued from Page 1)

standard of living than would otherwise be his, to rely upon the community for indirect subsidization and on the State for direct support, and ultimately to face partial or complete dependence. The effects on industry are largely complementary to those experienced by the community and the worker. The consequence of and inefficient community and a discontented body of workers is that an industry, which suffers from such handicaps, is thrown into competition, which it cannot meet, with plants which are more favorably located. Such competition ultimately must lead to removal or ruin.

It is hardly to be doubted that these ills, whether suffered by the community, by the worker, or by industry, flow in large part from a condition of unbalance both within industry itself and between industry and the community. The facts that plants relocate with less and less frequency and that the national industrial pattern becomes less flexible with the passing of time are common knowledge. At the same time there is a definite, long-pent-up tendency toward industrial relocation which is likely to find expression after the war. There are also important technological advances underway which will tend to release from established processes and locations. Finally, there are indications that both community and industry are awakening to the importance of an intelligent articulation of the two. Both appear to be constantly more intent on searching out and appraising the fundamental factors involved in the rational location of industry. In these trends lie the making of a more effective industrial pattern. Before proposals can be made to harmonize them, however, some underlying forces must be observed and some important problems recognized.

The significant forces and factors which underlie any effort to articulate more closely the community and its industries are many and diverse. Only the more significant may be observed.

(1) The trend toward larger units of manufacture merchandising, and direction is important. These larger units, with their centralized and non-resident control, reduce the direct and indirect support of industry to the community. Coincidentally, industries are rationalizing their operations; and, when necessary, their plants, are being adjusted to meet new industrial requirements.

(2) Technological changes in industry constantly alter the values of labor skills and so affect materially labor requirements. In particular may be noted the development of synthetic products, whose effects on the prevailing industrial structure, as regards both labor and location, need hardly be emphasized.

(3) To the extent to which industry is decentralizing and to the degree to which the industrial structure is becoming more mature, extremely important underlying factors are seen.

(4) In the past, water and rail routes and rates have been controlling factors in establishing industrial enterprises and the communities dependent upon them. The development in recent years of rapid and more flexible transportation forms tends to modify the old dependence on rail and water, and, consequently, the industrial pattern and the communities which grow therefrom.

(5) Government supervision of rail routes and rates has had important affects, both beneficial and bad, on industrial location, as have also government regulation of wages, hours of labor, and distributing practices.

(6) An extremely significant, if indirect, factor is seen in the slowing down of population growth. This would not be classified as primarily an industrial trend, but its importance for industry, especially in accentuating service rather than volume as the true goal, will be readily apparent.

(7) Other underlying forces and factors, each important in its own right, are found in the respective attitudes of government officials, the public, industry and labor, the exploitation of the nation's natural resources following the settling of the frontiers, the railroads' desire for tonnage, the realtor's desire for turnover, the banks' desire for new accounts, and promotional agencies' desire for achievement.

Limitations of time do not permit a detailed examination of the affects of each of these factors on the national industrial pattern and on the industrial structure of communities. To enumerate them, however, is to suggest the manifold influences which have entered into the development of the present nondescript industrial structure of communities and its relationship to such communities.

The building of a sounder local industrial structure involves a two-fold task: (1) integrating and articulating the industries of the community among themselves; and (2) improving the relationships between industries and the community.

The first major problem underlying the accomplishment of these tasks is that of convincing all parties concerned that there actually is a job to do, and that it can be done. Industry itself may dislike the suggestion that it should aim to improve the total industrial complex of the community and the community-industry relationships. Local officialdom may be loathe to take action, either from lack of authority or from simple inertia. The public may not be favorable to the program. The first problem then is that of educating and winning over opinion, industrial, official, and public.

A second major problem is that of devising methods and instruments for the selection of industry by both constructive restraint and intelligent promotion after the proper support, public and private, has been built up for the program. Here are involved questions of principles, procedures and techniques in devising the selective program, as well as the form, methods, functions and powers of the agency to be created.

A third important problem is found when a community is part of a large industrial area, and so is limited in the effectiveness of the action which it may take alone. In such a case, there seems to be no satisfactory alternative to regional action.

The technical problems which must be faced by any agency for industrial synchronization, whether on a community or on a regional basis, are legion. From the joint point of view of both community and a particular industry, there must be considered in such an effort, with reference to the local industrial structure, such matters as (1) the public services required by the industry and the ability of the community to furnish them; (2) the labor demands of the industry and the ability of the community (a) to furnish the labor required or (b) to absorb with mutual advantage new labor to be brought in; (3) the wage scale of the industry in question in its effect on the community and on the other industries; and (4) the probable success of the new industry and its ability to bear a fair share of community costs and burdens over a long period of time. In sum, the problem is that of articulating industry internally and adjusting more closely to the community and its various industries, which are the joint ends toward all forces are to be turned.

### RECOMMENDATIONS

1. As a part of the official city or regional planning agency, a council for industrial articulation should be established in each industrial community or region, with representation from industry, labor, the professions and other interested private enterprises. Typical of the semi-public and private agencies to be represented are the Chamber of Commerce, the Retail Credit Men's Association, the Association of Manufacturers, organized labor, etc.

2. This council should be charged with the responsibility for planning and effectuating a program designed to bring about a condition of industrial balance.

3. It should be financed through contributions by industry, labor, and appropriations by government.

4. The local council should be authorized to retain such staff, full-time, part-time, and consulting, as may be required for the proper discharge of its duties.

5. Whatever information or data the council may require should be made available by the industries, labor, government agencies and others.

6. On the basis of such data, the local industrial council should develop a statement of the points of industrial



Mr. H. F. Wardell, President  
Detroit Steel Products Co.,  
2250 E. Grand Boulevard,  
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Dear Mr. Wardwell:

I am sure that I voice the sentiments of every member of our Chapter when I compliment you on your new advertising program based on the phrase "Start an Architect on a Plan Now." Entirely apart from any selfish appreciation which we might have, we agree that now is the time for both public and private programs to be made ready for post war operations. Your publicity is bound to result in benefit to all parties interested in post war efforts. Both your procedure and the presentation are well done and the sort of thing we expect from Fenestra.

Yours very truly,

W. E. KAPP,

President, Detroit Chapter A.I.A.

#### BULLETIN:

Yesterday, while I was making a donation at the blood bank with one hand and looking over the Michigan Society of Architects Bulletin with the other hand, I noticed Allen's slapnoodle scheme for getting his work published in the architectural press.

Unlike the great man himself, it is cockeyed in only one respect. He will not only have to change his name but also his achitecture.

Fondly yours,

HOWARD MYERS

"... and please don't ever think of cutting my name off the Bulletin mailing list. In the past four weeks I have used Bulletin material for program data in my Post-War Program Committee, and in my Post-War Planning Course at the University" ... Howard Dwight Smith, Dept. of Architecture, Ohio State University, Great Lakes Regional Representative, Contract Document Committee, A.I.A.

I am receiving with interest the Weekly Bulletin of the Michigan Society of Architects, and assume that I am indebted to you for this courtesy. Your bulletin is very interesting and helpful, and I congratulate your Chapter on conducting this worthwhile project.

GEORGE BAIN CUMMINGS,

Binghamton, New York

Named after the late Stanford White, distinguished New York architect, another 10,500-ton Liberty ship was launched at the California shipbuilding Yards at Wilmington, April 3. White was a member of the firm of McKim, Mead and White, architects of Madison Square Garden, Columbia University Library, and the New York University group.

### FOURTH GOLF OUTING Architects — Builders' & Traders'

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Thanks fellows for coming out 102 strong at Birmingham. You all asked for Orchard Lake and here is our chance to make up to this club for poor attendance at our last two outings there. We are depending on you to be 1 of 100. Keep up the good work on reservations.

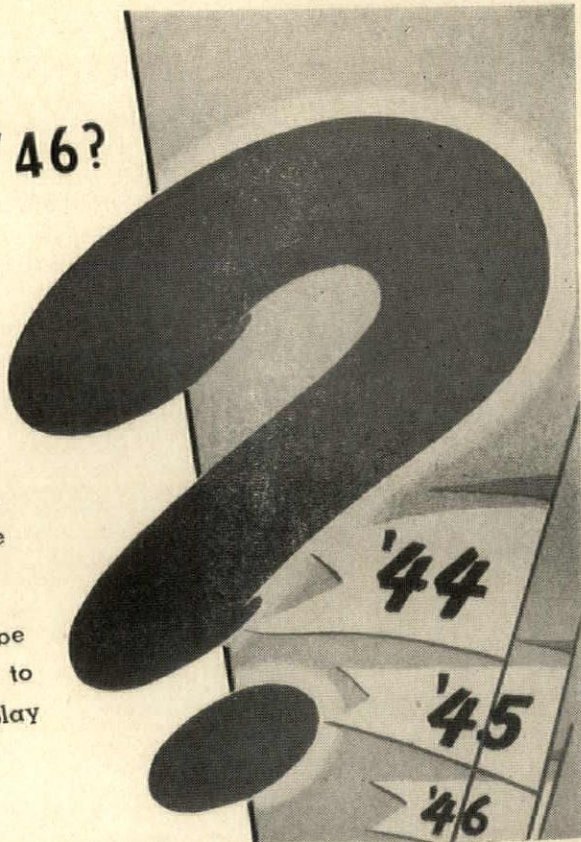
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## WHAT'S AHEAD FOR ARCHITECTS IN '44? '45? '46?

No one can predict just when the war will end. It's safe to say, though, that the architect who has looked ahead, planned for the war's ending, will be better to confront post-war problems.

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strength and weakness of the community or region, so that (1) established industries may see what is required for industrial balance, and (2) prospective enterprises may be weighed and may weigh themselves in the light of local conditions.

7. A prospective new enterprise should be investigated with reference to (1) its place in industry, (2) its history in its present location, and (3) the effects which a change in location might have upon the industrial structure of the community, the present location, and the enterprise in question.

8. A prospective new enterprise should be investigated especially with an eye to all possible effects which is coming might have upon the community.

9. The information prepared by the local industrial council should be made available to all interested parties on authoritative request.

## MEXICO WILL BUILD A "UNIVERSITY CITY"

Plans for the construction of the University City in Mexico City by the National University of Mexico, a project estimated to cost 20 million pesos (\$4,150,000) has been advanced by the appointment of a committee of engineers and architects to handle the proposition. This committee consists of Ing. Pedro Martinez Tornell, Subsecretary of Communications and Public Works, and Bruno Mascanzoni, Francisco Jose Alvarez, Mauricio Campos, Roberto Alvarez Espinosa, Francisco Centeno and Carlos Contreras.

The National University of Mexico is North America's oldest college, as it was established in 1553.

## ALLEN IN HOSPITAL

Roger Allen, the inimitable, last week was suddenly stricken with acute appendicitis and operated on in St. Mary's Hospital, Grand Rapids. Reports are that he is doing nicely. Frank Wright attributes it to too many pan-cakes.

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AUGUST 11-12

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AUGUST 13-14

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No. 31

# WHAT WILL HAPPEN TO OUR WAR PLANTS AFTER THE WAR?

By LADISLAS SEGOE, Planning Consultant

It has been estimated that the industrial growth of the United States during the past few years, to meet the demands of the war has been at least as great as would have likely occurred in twenty years to meet peace-time needs. What is to become of the many huge new plants that have been built all over the country as well as those that have been converted to war needs after the war?

One thing is certain, we like to believe: few of them should be needed to turn out implements of war. Most of them will be converted to produce what the people of our country and other countries will need and want.

Some of the war plants we just built will likely replace obsolete or inefficient older plants of the same concern or an industry already established in the community. Other new plants may be taken over by an industry from outside the community or one making an entirely new product. Some may be reconverted to produce something or other quite different from what they made prior to conversion of war production.

The sum total of these conversions, reconversions and industrial shifts, attendant upon the changeover from a war to a peace economy, is likely to change materially the industrial make-up of our cities and industrial areas. Should the shaping of the resulting industrial structure—the soundness and stability or the weakness and vulnerability that will result and determine for many years to come the welfare of the community as well as of the industries—be left to chance? Or is there something we could and ought to do for both the community and industry to profit from these changes?

My thesis is that by intelligent planning and with the collaboration of all concerned,—industry, labor, government and the public, all of whom have much to gain by the success of the attempt,—we could direct this change in each community guided by selective programs of industrial development, so as to cure or at least ameliorate many of the baneful consequences of a haphazard, catch as catch can industrial development in the past.

More specifically, the ends sought by such programs of selective development would be these: (1) a fuller and more effective use of labor resources and through this the maximizing of the family annual income; (2) the reduction to a minimum of seasonal and cyclical unemployment; (3) increased industrial efficiency through integration among

industries; (4) the reduction of vulnerability to technological changes and to depressions; and (5) a better balance between the cost to the community of services to its industries and the income of the community from its industries.

In the past the community and industry have typically approached the mutual problem of industrial location without intelligent attention to the factors involved. On its part, the community has considered industrial enterprise, both actual and prospective, on a quantitative rather than a qualitative basis, and has sought to attract and has even subsidized industries with little understanding of their effects on the community. These policies it has pursued blindly, ordinarily through private or semi-public agencies, inadequately equipped in training, experience, and financial support to collect and interpret the facts necessary for sound judgment. On its part, industry has sought natural advantages, without references to its probable effects on the industries already established or on the community, and has at times sold out to the highest bidders. In either case, it has often found itself caught in an unfavorable local industrial structure.

The results of a poorly balanced community industrial pattern are as readily appraised as they are uniformly undesirable. From the point of view of the community, such a structure works havoc in public finances, upsets the public services, complicates social problems manifold, and throws the whole economic and industrial front out of joint. On the worker, the effects are equally unfortunate. He suffers from unemployment which does not make full use of his skill and experience or which is irregular and unstable, and from lower wages than he is capable of earning. The net result is that he is forced to accept a lower

See SEGOE, Page 3



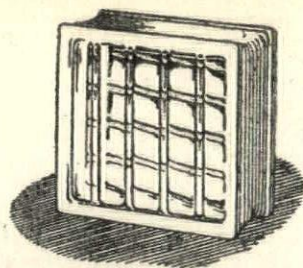
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## REID IT AND WEEP—OR ROGER ALLEN VERSUS THE EDITOR OF PENCIL POINTS

"I have just received from Ken Reid, editor of Pencil Points, a proof of an editorial which is about to appear in that periodical," said Roger Allen today to an interested audience consisting of a mysterious stranger who was offering a combination cherry pitter, apple corer and corn remover at the nominal sum of 25 cents, to assist the vendor in working his way through the electoral college. No sale.

"A slight fragment of this editorial which I have hacked out of the whole noble and moving peoration, suitable for framing, reads as follows:

Last month we published some letters from readers in which there was evidence of a feeling that being American was the exclusive privilege of those whose names had, to quote Roger Allen, "a plain old Anglo-Saxon ring." There was also the implication that good Americans should shut their eyes and ears to any ideas, irrespective of merit, originate or expressed by a foreigner. Alas, that any such limited conception of Americanism should exist today, when the enemy is seeking to divide us so that he may prevail! And alas, that any of us are so intellectually insecure that we are afraid, at any time, to contemplate a novel thought lest we accept it against our will!

"It is a pleasure to me to rescue this flawless gem from the entombment of the editorial pages of Pencil Points and give it some real circulation in the Bulletin," continued Mr. Allen, laughing fiendishly. "It has been my theory for many years that all it takes to write editorials is a copy of the World Almanac and no sense of humor and I must remember to send Ken a W. A. He already has the other requirement.

"The point of this editorial is simple, almost to the point of idiocy; if somebody disagrees with you, call him un-American. This is an old gag that is just so much water off a duck's back as far as I am concerned, and it has a faint echo—far-off and more refined, of course, but still unmistakable—of the type of argument used by a somewhat untidy gent who once called on me when I was editing a weekly newspaper and started telling me what would happen if I didn't stop making comical cracks about the Ku Klux Klan. The only visible result was more comical cracks about the Ku Klux Klan.

"Ken is apparently of the opinion that when a man subscribes to Pencil Points he wants to read a lot of words about this and that. This is a mistake; the man subscribes to Pencil Points because he wants to look at pictures. He wants to see the measured drawings, the Don Graf data sheets, the photographs of new work. That's what he wants, but what does he get? He gets a re-write of the lead editorial in the New Republic and a lot of bilgewater about prefabrication, the hope of the future.

"My idea about all the advertising of prefabricated houses in the architectural magazines is this; If a magazine circulated almost exclusively to barbers devoted most of its space to long and detailed articles telling the consumer how to cut his own hair, the barbers might lose interest in the future of the magazine. This is a very selfish attitude indeed and Ken better write an editorial about it which I will be glad to urge my barber to read. It will be a nice change for him after a steady diet of Big Shot Comics. Or come to think of it, WILL it be a change?

"All the money the average architect ever makes out of prefabricated houses you can stick in your big blue eyes, and still not impair your 20-20 vision. If a man wants to live in something that looks like a retired caboose he'd better start negotiating with the Pennsylvania railroad and not fool around the prefabricators.

"Now that I have embalmed Mr. Reid in the liquid amber of my discourse I will close, first expressing my deep gratification that Ken has given me this opportunity

to clear everything all up for him. We will now resume our regular pursuits; I will collect data for my monumental work on Why are More Bartenders Named John than Anything Else When so Many Porters are Named George? and Ken will poke around a pile of photographs trying to find a Dynamically Designed house that looks like the inside of an old umbrella. Keep right in there pitching, Ken. Alas!"

## THE ALLEN CONTROVERSY

*So much trivia has been published in recent issues of the Weekly Bulletin that it was refreshing to read the article on post-war construction by Roger Allen in the July 13 Issue. Written in his usual thoughtful style, it contains much sound sense and gives a clear hint as to architectural trends. Careful study of it, however, shows that it is, in part, controversial, and in the interests of progress we felt impelled to submit the following thoughts so that they can be weighed by the reader and found wanting; of just what, we don't know.*

While we would be the last to question the sincerity of Mr. Allen's motives we cannot help feeling that his action in resigning from the policy committee of the Bulletin in chagrin because his duties were unconnected with policy slips and on an assumption, hastily drawn and incorrect that they were editorial, we really feel that he should examine the matter carefully with a view of getting back on the committee—if they will let him.

What is the greatest need of the architects of tomorrow? Confidently we assert that it is provision for his declining years. Not, mind you, years when he is declining jobs; but years when jobs are declining him. Years when old age has crept on. On what? one may ask. On one, we reply, hastily brushing aside anything that might interrupt a train of thought that may mean so much to the profession.

Now you will note that our assertion referred to provision for old age. Provision, not provisions. Singular, not plural; for as far as provisions are concerned, they are becoming so scarce that there may not be any. The singular word provision; and a singular word it is, the more we think of it.

What is the best provision for old age? Think carefully, Roger Allen. Search your heart and mind. Think of your loved ones, if such there be. Tackle the problem fearlessly and avoid extraneous thoughts; and what conclusion will you reach? What conclusion must you reach? There can be but one; an insurance policy. That, we feel sure, is the function of the policy committee. Free policies for architects and their independents. Monthly payments to all; and lump sums to the widows. Bow your head in shame, Mr. Allen; go humbly to the committee and ask to be taken back; and if you get back, kick back, and remember this in the future:—Honesty is the best policy.

Now, having taken Mr. Allen to task, we hope not too unkindly, it affords us pleasure to commend the rest of his article. We like to praise people when their actions justify us in doing so. His constructive programme for making all architects refugees, and therefore famous, has much to commend it and his scheme for obtaining free publicity in the magazines could succeed.

We like the idea of the Slap-Noodle-O'Paque house built in the shape of a bottle. Change is refreshing and it will be nice after getting into the house all these years by turning a key to come home and take the cork out of the bottle. No need for a cocktail before supper now. Instead of partaking of the contents of a bottle, one actually becomes the contents. It should go like wild-fire; where, we don't know. Think of it; when the tax collector comes around, you just slam the cork in his face and roll the bottle across the town line. Made of opaque glass, no dim-outs to bother us. If cares beset us, we just retire within our bottle, pull the cork tight, and let the world go buy. Buy what? you ask. The bottle, we answer. We shall wait impatiently to read the promised critical article by Downta Getcha, you betcha.

Mrs. Fairweather joins me in asking if we may, through the courtesy of the Weekly Bulletin, extend our cordial



Allen



## SALUTE TO BILL PALMER

Back in Detroit for a visit last week was C. W. Palmer, lieutenant commander, U. S. Navy. Bill is with Seabees, stationed in Chicago.



Palmer

Looking as fit as a fiddle and ready for anything, he has the highest praise for his outfit and particularly for his superior, Commander Huntington. As liaison officer between the various navy duties are to see that Seabees units going out to Island X are properly outfitted and supplied on leaving various ports. It isn't hard to see, however, that what the lieutenant commander wants most in life right now is his own battalion to take overseas and we predict that it won't be long before just that happens.

After a visit we were all tired out, just thinking of the strenuous routine, both mental and physical, that is the lot of one who becomes an active participant in today's big battle.

Bill has nevertheless gone through some interesting experiences with what he calls "one big, happy family."

The Seabees build vitally needed air and land bases for American fighting forces in all parts of the world. Their work makes it possible to carry the offensive directly into the enemy's camp—and will undoubtedly play a major part in winning the war.

According to Lieut. Comdr. R. G. Buller, Civil Engineer Corps. Construction Personnel Procurement Officer for this area, men who have received their induction notice no longer are eligible for the Seabees. Only men in 1-A, 3-A, or 4-H may apply for this service.

Men of draft age must obtain interviews at a Navy Recruiting Station so that their qualifications for a Navy rating may be determined before they receive induction notices. These interviews enable the Navy to clear them through their local draft boards for Seabee enlistment. Seventeen-year-olds, and men 38 through 50½, may complete Seabee enlistment directly, through the Navy Recruiting Station.

Enlistment in the Seabees offers many advantages to skilled tradesmen and artisans. Petty Officer ratings paying as high as \$188.70 per month are available in more than 50 skilled occupations. In addition, food, uniforms and clothing, living and sleeping quarters, transportation, medical and dental care and other incidentals—which would entail considerable expense in civilian life are provided free of charge. Thus, many men leaving good-paying jobs in private industry to join the Seabees find themselves financially ahead.

## NEW STRAN-STEEL BOOKLET

Stran-Steel, Division of Great Lakes Steel Corporation, has just compiled a simple, graphically-illustrated booklet which covers the products it is building for the military forces, both here and abroad. The products are huts and utility buildings featuring the Stran-Steel Arch-Rib construction.

In prewar days, Stran-Steel supplied more framing for private homes, apartments and defense housing projects than any other manufacturer of light steel systems. Today it is the largest supplier of military huts.

While previously Stran-Steel supplied only light steel framework for military, today Stran-Steel supplies a complete building package to meet military requirements for either the tropics or the snowbound north. The company also supervises the production of 30 plants that contribute collateral materials for Stran-Steel huts.

In developing huts and utility buildings for military purposes, Stran-Steel has worked closely with military engineers, not alone on alternate materials but also to make the smallest possible package to save shipping space. Erection of the Stran-Steel Arch-Rib Hut and Arch-Rib Utility buildings is a speedy, simple job, requiring only screw-drivers, wrenches and hammers.

## ARCHITECTS IN CHICAGO DRAW POST-WAR PLANS

The Chicago chapter of the American Institute of Architects has post-war plans for the city which envision quiet, landscaped residential neighborhoods with playgrounds and recreational facilities in areas which once were streets.

In the more densely populated areas there will be light, airy apartment buildings. Extra space will be obtained by eliminating unneeded streets, replacing them with dead-end streets and landscaped areas, the architects predict.

"We know this will work," said Alfred Shaw, president of the chapter. "In the Ida B. Wells project built here in 1939 and covering approximately 20 blocks, 11 acres of streets were eliminated. This space now is devoted to playgrounds, recreation and parking."

People planning the future housing of cities like Chicago aren't interested primarily in new home gadgets, Shaw said, but rather in cleaning up the mess that unplanned building has created in most American cities.

"The first job is to explain to people how intelligent planning will increase their well-being and happiness," he said. "Then they will demand it."

The chief problem, he explained, will be assembly of large areas of property where most existing buildings will be razed, the entire area replanned and new, modern buildings erected.

The smallest practical area for planned building, Shaw said, would be a city block, with larger areas more desirable because they allow more intelligent distribution of living and business properties.

"We want to plant trees instead of getting them out of the way," Shaw said. "We want to build homes, not just apartments and houses—in short, we want people to live instead of just existing."

## CRANE (Continued from Page 1)

"Our food prices are holding and our rents are stabilized. A dinner in the Savoy costs about \$1.25 your money, with added price if there is an orchestra. There are few goods in the markets and we have some black market, but we've controlled it pretty well. I paid \$2.50 for a peach not long before I left—not black market, either."

Crane is pleased with the progress of the war.

"What we're giving Germany now in our joint around-the-clock bombing is more than Britain ever got," he said. "Our British boys start out at midnight for Germany and there are so many ships going that by the time some are coming back others are just starting. Then the American daylight bombing raids with Fortresses start when we get home."

Crane will see his son, Lyman, lieutenant (j.g.) of the navy, while he is here, and his grandchild, Howard II.

Robert B. Mitchell, of Indianapolis, chief of the urban section of the national resources planning board at Washington, has been named executive director of Philadelphia's city planning commission according to an Associated Press dispatch.

In 1931, he became associate professor of city planning at the University of Illinois. The same year, he was sent to Berlin to attend the conference of the International Federation of Housing and Town Planning. While abroad, he studied conditions in Holland and England.

In 1933, Mr. Mitchell taught architecture in the evening and extension classes at Butler University. He formerly was associated with the housing division of PWA.

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greetings to Miss O'Paque and her trying employer. We hope he will keep on. On what? you ask; trying, we reply, and stop pestering us with questions.

—Clement W. Fairweather  
Secretary, New Jersey Chapter, A.I.A.

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DETROIT, MICHIGAN, AUGUST 31, 1943

No. 34

## DINNER MEETING FOR MEMBERS DETROIT CHAPTER, A. I. A.

## RACKHAM MEMORIAL BUILDING

FRIDAY, SEPTEMBER 10, DINNER AT 6:00 P.M.  
CHAPTER BOARD WILL MEET AT 4:00 P.M.

- ★ Note change of hour from that announced in our last issue. This was made necessary by combining the meeting with that of the committee on City Plan Research—at 7:30 P.M. (after dinner.)
- ★ The dinner, which is exclusively for Chapter business, will start promptly at 6:00, in order to dispose of Chapter business before the joint meeting. Members will pay \$1.00 for dinner, Chapter pays the difference, (about 75c).

No other notices will be sent Chapter members, no reservations necessary

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## ASSEMBLY LINE HOMES

The National Magazine Arts & Architecture announced today the winners in an international competition, (Designs for Post-War Living,) undertaken to obtain a cross-section of expert opinion on the type of houses Americans will build when peace comes.

Winners of the competition were Eero Saarinen, A.I.A., of Bloomfield Hills, Mich., noted Finnish architect, and Oliver Lundquist, both now with the Office of Strategic Services in Washington, who worked together to win first prize of \$1,000.

In the home of the future, agreed the experts, women will keep track of the family from a kitchen with a full view of all other rooms. She will do the housework with machines, as mechanically precise as the controls of a plane. She will work on an all-glass electric stove mounted on casters so it can be rolled into any room in which she feels like cooking.

They predicted more than half the postwar homes built will be prefabricated—made on a factory assembly line and put together where you will.

Going in for change from the ground up, the architects believed future workmen's homes will be built on a solid slab foundation that will serve as a floor for all first-story rooms. There will be no basement. This slab will contain piping for plumbing, wires and an arrangement for radiant floor heating.

As for walls and ceilings, they'll be "dry." No more waiting for the plaster to harden. The experts suggested plywood, aluminum sheeting, plastics or glass. In many cases, they promised, the panels will be colored in advance with such indestructible pigmentation that no further painting will be needed.

Roofs will be flat—often on two levels to permit light and fresh air to enter the rooms beneath the raised portion through openings near the ceiling.

Anyone who wants an extra bathroom in the future can phone the factory and have it sent out—complete or with just a shower.

Living and dining rooms usually will be combined—although some designers came up with sliding tables which can be set in the kitchen and rolled through the wall into the living room.

There will be innovations, they said such as turn-table fireplaces, sunlight control by trick shutters, elastic bedrooms adjusted by easily moved soundproof partitions, electric eye controls, indoor, insect-proof gardens and sound control.



Eero Saarinen

## PRODUCERS NAME ADVISORS

Washington, D.C., Aug. 26—Twenty well-known industrial leaders have been appointed to the Advisory Board of The Producers' Council, the national organization of manufacturers of building materials and equipment, according to an announcement by Douglas Whitlock, The Council's president.

Chairman of the group is Stuart M. Crocker, vice-president of the General Electric Company, of New York, and an additional member is Raymond J. Ashton, president of the American Institute of Architects.

As the principal advisory group guiding the activities of The Council, the Board will play a prominent part in planning for postwar construction to which that organization and other factors in the construction industry are devoting major attention.

Among the members of the Advisory Board are the following from Detroit:

Lewis L. Breden, president, Chamberlin Metal Weatherstrip Co.; George R. Fink, president Great Lakes Steel Corp.; H. F. Wardwell, president Detroit Steel Products Co.

Raymond J. Ashton, of Salt Lake City, president of The American Institute of Architects, is also a member.

## ARCHITECTS AND PLANS

An Editorial from the *Manistee (Mich.) News-Advocate*  
August 10, 1943

One of the few people not employed to capacity at present is the architect. Younger ones, of course, are already in the army. Some of their elders have gone into the army's civilian employ, designing or supervising the erection of the many new buildings which are always being called for. But taken as a class, architects right now have strangely little to do. After the war, when building begins to start up again, they will be in such demand that the prospective home-builder may search in vain and think them scare as hen's teeth.

An obvious remedy for this condition is to employ the architect now. Get him started on plans for the home or new store, or whatever is needed. The home-builder is the important factor in this situation—business people are more apt to look ahead and have blueprints ready for future construction. If the family can get to work on its plans, and have the architect put them in shape, then it will be no trick at all to get the home built when it is wanted.

It's never a good idea to let these family matters run along and take a chance on them. With the basic plans done, small changes can be made to fit later conditions. One thing all families should realize is that a good architect doesn't cost extra. He saves his fee, and usually more, by knowing how.

## KILLAM (Continued from Page 3)

housing projects have been erected on relatively high-value near-in land. This raises the question whether low-wage groups belong on high-value land. If the taxpayers are to contribute to the support of low-wage groups the latter cannot fairly claim the right to live on land which would pay higher taxes if used for some other purposes. The claim that low-wage groups working in or near the center of the city should live near in so that they can walk to their work should be checked to see how many city workers really do walk to their work. If they pay some carfare any way could they not live farther out on cheaper land and with better accommodations for the same rent? The fact that the employers may prefer to have a large pool of labor in the city ought not to be determinative. Nor ought the fact that many employees prefer to live near the bright lights. Some cities already subsidize rapid transit more or less directly. Might it be desirable to increase the subsidy so that more of the low-wage groups could live further out with lower rents, lower municipal costs and more open spaces? We should not, however, deceive ourselves with the idea that everybody wants to own a home, to work in a garden and to keep hens. Many prefer to own a car, to joyride and to go to the movies.

## NEW PLUMBING CODE

L. Glen Shields, Associate Sanitary Engineer, Detroit Department of Buildings and Safety Engineering, announces that the newly adopted Plumbing Code is now in printed form and available for distribution. Containing 247 pages, it is complete in detail and a most creditable document. The price is one dollar.

J. Howard Raftery, A.I.A., former Chicago architect, is the new master plan director of the Chicago Plan Commission.

Mr. Raftery returned to Chicago after an absence of a year and a half, during which time he served as area project planner in the design and construction of war housing near Detroit. For 15 years prior to 1942, he was associated with the architectural firm of Frazier and Raftery.

The master plan division is engaged in drafting such projects as express highways, parks and playground areas, aviation and air transport plans, and a postwar public works program.



**E. E. ROBERTS**

Elben E. Roberts, for 50 years a Chicago area architect, died Aug. 5 at Muskegon, Mich. Mr. Roberts, who was 77 year old, had been in business with his son, Elmer C. Roberts, A.I.A., with offices at 22 E. Huron St., Chicago. His home was in Oak Park, Ill.

He was president of the White Lake (Mich.) Golf Club, and member emeritus of the Illinois Society of Architects. Besides his son, Elmer, he leaves a daughter, Mrs. Margaret Drew.

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# THE INDUSTRY AND THE COMMUNITY

By Charles W. Killam, F.A.I.A.

The article "What Will Happen to Our War Plants After the War" by Ladislav Segoe in the Aug. 10 issue of the "Weekly Bulletin" uses the following expressions:

"Integration among the industries." "Balance between the cost to the community of services to its industries and the income of the community from its industries." "Unfavorable local industrial structure." "Balanced community pattern." "Unbalance." "Intelligent articulation." "Effective industrial pattern." "Selection of industry."

The author does not explain the practical application of these expressions except in the case of "a better balance between the cost to the community of services to its industries and the income of the community from its industries." It is important to consider just what this expression involves.

Some industries need to be located in cities on account of shipping facilities for raw materials and finished products by land or water. Others may have a large part of their market in the city. Some employers want to use the pool of labor which a large city supplies. Some industries, on the other hand, need so much land area that they cannot afford to occupy sites in cities with high land values. The greatly increased use of trucks, busses and private automobiles makes some industries far less dependent upon railroad or water carriage than formerly. In the decentralization of industry there are at least four parties in interest; the employers, the employees, the city in which they are now located and the place to which they move. An added industry is not an unmixed benefit to some communities; it depends upon the type of industry and the type of community. Too many people consider only two factors: that the new plant pays taxes and that it gives employment. A few highly intelligent residential communities know enough to keep industries out. If the employees of an industry live in the same community as the plant the favorable or unfavorable effect upon the tax levy depends upon the cost of municipal services to the plant and to the employees as compared with the taxes which the plant and the employees pay. The "Report on the Income and Cost Survey of the City of Boston," published by the Boston Planning Board in 1935, gives valuable information as to the cost of municipal services as compared to the share of taxes paid by different types of real estate development. It showed, among other things, that 88½% of the population, using about 90% of the gross area, failed to pay taxes enough to cover the cost of services rendered to their residential areas by the city. The business (not the industrial) areas pay 72% of the deficit and the high-rental residential and miscellaneous residential areas pay 28% of the deficit due to the industrial, suburban residential and low-rental residential areas. The average industrial district paid less in taxes than it cost in services. This was true with some other occupancies incidentally included in the industrial districts. In the industries and their employees could have been counted together the combined costs to the city to service the plants and to service the residences of the employees paying low or medium rents would have caused a greater deficit. The advantage or disadvantage of a new industry to a community cannot be determined without considering whether its employees are an asset or a liability to the tax levy. As to giving new employment, an industry may bring part of its employees with it and may thus not add much to the local employment opportunities. If it is a low-wage industry and attracts new workmen to the city they add a burden to the tax levy which may be much greater than what they contribute directly in taxes or indirectly in trade to the local merchants. A city with hundreds of one, two and three-family houses assessed for \$4,000 or less, attracts low-wage families even though they work elsewhere. When unemployed, such families become a burden on the local welfare budget.

A municipality has to supply services to a man where he works as well as where he lives and both come out of the tax levy. The following assumptions illustrate the facts.

Cambridge, Mass., had a tax rate of \$43.90 per thousand in 1942. If a plant was assessed at \$1,000 per employee it paid taxes of \$43.90 per employee and if it had 40 employees per acre and the cost of municipal services per acre were \$5,000, or \$125.00 per employee, then the difference between \$43.90 per employee paid by the plant and the \$125.00 per employee cost to the city, or \$88.10, is what it cost the city to give each employee a job and to keep the employer in business. In addition to this cost to the city the low wage employees cost the city more in their residences than they paid for city services there. For instance, if a plant was assessed for \$100,000 it paid \$4,390 in taxes. If it had 44 employees living in Cambridge who cost the city \$100.00 per family more than they paid in taxes on their residences, then all of the plant's taxes go to square the city for the deficits in the residences of the employees, leaving nothing to pay the city for the services to the plant itself. Taking a more favorable example, a plant with a high assessed value per employee and with a moderate cost of city services per acre, and which supports a large number of medium-wage employees per acre, can be profitable to the city even if the city loses money on the residences of the employees. Taking a less favorable example, a plant with a high assessed value per employee and with a high cost of city service per acre, and which supports a small number of medium-wage employees per acre, will cause a loss to the city due to the plant as well as a loss due to the low rents paid by the employees in their residential districts. Or, taking another unfavorable example, a plant with a very low assessed value per employee and a medium cost of city services per acre and a small number of low-wage employees per acre, will cause a loss to the city due to the plant as well as a loss due to the low rents paid by the employees in their residential districts. In these last two examples the city may lose money in servicing the plant where they work even though they live outside the city. If the executives and more highly paid employees live outside the city in houses costing \$15,000 to \$25,000, for instance, the city loses the taxes on these residences which, if within the city's boundaries, would help to prevent or reduce any loss to the city due to the plant and its resident employees. As it is, such non-resident industrialists are a valuable asset to their outside home communities because they live in high-value houses which pay more in taxes than they cost in municipal services, especially if they have few children in the public schools. (The average cost per pupil in net average attendance in the Cambridge pupils schools for the year ending June 30, 1941, was \$127.86, or a required assessed value of \$2,760 per child to pay that part of municipal cost alone). Comparisons of taxes paid and city services supplied do not, of course, tell the whole story. An industrial plant may spend some money locally for supplies and any family, whether occupying a high-rental or low-rental house, spends some money locally, the amount depending upon the possibility of other shopping opportunities in neighboring cities. Any money spent locally helps the local merchants to pay their share of the taxes and the Boston survey showed that business districts pay more than their share of taxes in order to support the deficit districts. Allowance should be made also for the fact that in Massachusetts corporations pay a tax to the state, part of which is repaid to the locality.

Some of the Government's subsidized low-rental urban

See KILLAM—Page 5



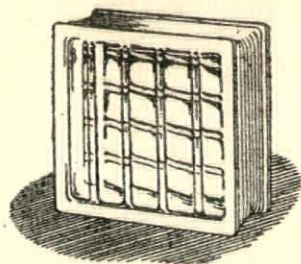
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